

ACADEMIC PROGRAM PRODUCTIVITY REVIEW

ACTION
Agenda Item D-3
July 17, 2000

Recommendation:

- That the Council accept the initial set of responses from the universities to its review of academic programs and commend the universities for their decisions to suspend or close 106 of them, to alter 114, and to designate 124 for special attention during the 2000-01 academic year (attachments A and B).
- That the Council direct the staff to report in winter and spring 2000-01 additional programs designated for suspension, closing, or alteration.
- That the Council request that statewide groups be formed in foreign languages, teacher education, and visual and performing arts. These are discipline areas in which there appear to be widespread productivity concerns. These groups would consist of faculty and staff at the public and private universities and the Kentucky Community and Technical College System, as well as representatives of the Kentucky Commonwealth Virtual University. Discussions would center on statewide collaboration among academic programs, including the fullest possible integration of distance learning. An institution will be asked to take the lead in coordinating each group. The Council staff will assist as requested. In teacher education, the institutions would work closely with representatives of the Education Professional Standards Board. Periodic reports should be submitted to the Council and recommendations should be presented by June 30, 2001.

Rationale:

- The *Kentucky Postsecondary Education Improvement Act of 1997* established that the goals of reform “. . . can best be accomplished by a comprehensive system of postsecondary education with single points of accountability that ensure the coordination of programs and efficient use of resources.” It is critically important that the institutions continuously assess their offerings to improve programs, to increase cost efficiencies, to be more accountable in the use of public resources, and to work together to avoid unnecessary duplication.
- The initial responses from the institutions are only the first step in the Council’s review. The institutions will provide additional information regarding program elimination and alteration in winter and spring 2000-01.
- The Council’s initiative was designed to complement – not replace – review processes established on individual campuses. The timing of the Council’s review sometimes corresponded with the cycle

of program review at an institution and therefore facilitated decisions about a large number of programs. In other situations, the Council's review did not coincide well with on-campus review cycles, so many decisions remain to be made in the coming months. As a result, there is some variation in the number of programs that institutions have designated for alteration, suspension, or closing at this time.

- This program review has revealed that foreign languages, teacher education, and visual and performing arts should be the focus of statewide discussions of effectiveness and greater collaboration in program delivery. The Council also strongly encourages faculty and staff across all academic programs to explore ways to share programs: for example, statewide collaboratives, partnerships within geographic clusters of institutions, or the development of complementary specializations.

Background:

In November 1999, the Council approved a series of guidelines for creating and maintaining academic programs. Those guidelines, developed in consultation with the Council of Chief Academic Officers, reflect the goals of the *Kentucky Postsecondary Education Improvement Act of 1997*, *2020 Vision*, and the *1999-2004 Action Agenda*. The new guidelines require, among other things:

“That the Council staff review the status of all existing programs in operation for more than four years and identify those that do not appear to be sufficiently and effectively contributing to the needs of the statewide system of postsecondary education in Kentucky. Institutions will be asked to review each identified program at their respective institution and make a written recommendation about its continuation, modification, elimination, or consolidation into a cooperative program.”

In February 2000, each university received a list of its academic programs that did not pass the Council's initial screen for productivity: programs that confer fewer than 12 associate, 12 bachelor's, 7 master's, or 5 doctoral degrees calculated as a five-year average. The institutions were asked to review each identified program and indicate to the Council its importance based on enrollment, public service, value in attracting outside research dollars, and anything else they wanted to discuss. Each institution was asked to use the results of its program review process and any other relevant data. Each also was asked to place identified programs into four categories: no longer to be offered, continued but altered, continued in current form, or requiring special attention in summer and fall 2000.

Initial responses were received in early May (summarized in attachments C and D). Council staff reviewed them. Staff then visited each campus in June to talk about the responses and gather additional information on each institution's review process and planned steps. Based on these discussions, several institutions increased the number of programs to be altered, suspended, or closed.

ATTACHMENT A RESPONSES BY INSTITUTION

Institution	Total Number of Programs	Programs Reviewed	Programs Closed/ Suspended	Programs Retained in Altered Form	Programs Retained in Current Form	Programs to be Given Special Attention
Eastern	149	74	7 (9%)		40 (54%)	27 (36%)
Kentucky State	37	29	4 (14%)			25 (86%)
Morehead	97	43	7 (16%)		16 (37%)	20 (47%)
Murray	140	78	19 (24%)	13 (17%)	38 (49%)	8 (10%)
Northern	77	29	7 (24%)	4 (14%)	14 (48%)	4 (14%)
UK	289	125	12 (10%)	46 (37%)	65 (52%)	2 (2%)
UofL	215	93	35 (38%)	42 (45%)	9 (10%)	7 (8%)
Western	160	75	15 (20%)	9 (12%)	20 (27%)	31 (41%)
Total	1,164	546	106 (19%)	114 (21%)	202 (37%)	124 (23%)

ATTACHMENT B
PROGRAMS TO BE SUSPENDED OR CLOSED

PROGRAM	CIP CODE	DEGREE
EASTERN KENTUCKY UNIVERSITY		
Educational Psychology	13.0802	EdD (Cooperative)
College/Postsecondary Student Counseling and Personnel Services	13.1102	EdS
Vocational Teacher Education	13.1399.03	EdD (Cooperative)
German Language and Literature	16.0501	BA
Sign Language Interpreter	51.0205	AA
Health and Medical Preparatory Programs, Other	51.1199.01	BS
Business/Managerial Economics	52.0601	BBA
KENTUCKY STATE UNIVERSITY		
Data Processing Technology/Technician	11.0301	AAS
Clothing/Apparel and Textile Studies	19.0901	BA
Medical Technology	51.1005	BS
Business/Managerial Economics	52.0601	BA
MOREHEAD STATE UNIVERSITY		
Educational Psychology	13.0802	EdD (Cooperative)
Trade and Industrial Teacher Education (Vocational)	13.1320	BS
Math and Physical Sciences Teacher Education	13.1399.02	BS
Vocational Teacher Education	13.1399.03	EdD (Cooperative)
Home Economics, General	19.0101	BS
Physical Sciences, General	40.0101	BS
Nursing, General (Post-R.N.)	51.1699.01	BSN
MURRAY STATE UNIVERSITY		
Educational Psychology	13.0802	EdD (Cooperative)
Special Education, General	13.1001	EdD (Cooperative)
Business Teacher Education (Vocational)	13.1303	BA/BS
Home Economics Teacher Education (Vocational)	13.1308	BS
Music Teacher Education	13.1312	BME
Trade and Industrial Teacher Education (Vocational)	13.1320	BSVTE
Vocational Teacher Education	13.1399.03	EdD (Cooperative)
Health, Physical Education, and Recreation Teacher Education	13.1399.04	EdD (Cooperative)
Electrical, Electronic and Communications Engineering Technology	15.0303	AS
Individual and Family Development Studies, General	19.0701	BA/BS
Clothing/Apparel and Textile Studies	19.0901	BA/BS
Speech and Rhetorical Studies	23.1001	BA/BS
Earth and Planetary Sciences	40.0703	BA/BS
Physics, General	40.0801	MAT
Physics, General	40.0801	MS
Criminal Justice Studies	43.0104	AA
Geography	45.0701	BA/BS
Geography	45.0701	MA/MS
Business, General	52.0101	BA/BS
NORTHERN KENTUCKY UNIVERSITY		

ATTACHMENT B
PROGRAMS TO BE SUSPENDED OR CLOSED

PROGRAM	CIP CODE	DEGREE
Science Teacher Education, General	13.1316	BA
Technical Teacher Education (Vocational)	13.1319	AAS
Math and Physical Sciences Teacher Education	13.1399.02	BA
Manufacturing Technology	15.0699.04	BS
Engineering Technology/Technician, General	15.1101	AAS
Public Administration	44.0401	BS
Operations Management and Supervision	52.0205	AAS

UNIVERSITY OF KENTUCKY

Educational Evaluation and Research	13.0601	MS
Educational Policy Studies and Evaluation	13.0699.01	MS
Educational Psychology	13.0802	EdD (Cooperative)
Music Teacher Education	13.1312	BA
Trade and Industrial Teacher Education (Vocational)	13.1320	MA/MS
Vocational Teacher Education	13.1399.03	EdD (Cooperative)
Italian Language and Literature	16.0902	BA/BS
Family Resource Management and Consumer Studies	19.0402	BS
Individual and Family Development Studies, General	19.0701	BS
Speech and Theatre	23.1001.02	BA
Music, General	50.0901	BA
Individualized Studies	50.9999.01	BA

UNIVERSITY OF LOUISVILLE

Russian and Slavic Area Studies	05.0110	BA
Higher Education Administration	13.0406	EdS
Educational Assessment, Testing and Measurement	13.0604	EdD
Special Education, General	13.1001	EdD
Counselor Education/Student Counseling and Guidance Services	13.1101	EdS
Elementary Teacher Education	13.1202	EdS
Art Teacher Education	13.1302	MAT
Health Occupations Teacher Education (Vocational)	13.1327	BS
Linguistics	16.0102	MA
Russian Language and Literature	16.0402	BA
German Language and Literature	16.0501	BA
German Language and Literature	16.0501	MA
Environmental Biology	26.0699.01	Enrollment
Philosophy	38.0101	MA
Geography	45.0701	BA
Interior Design	50.0408	BS
Drama/Theater Arts, General	50.0501	BA
Drama/Theater Arts, General	50.0501	BFA
Drama/Theater Arts, General	50.0501	MA
Fine/Studio Arts	50.0702	MA
Art History, Criticism and Conservation	50.0703	MA
Music History and Literature	50.0902	BM
Music History and Literature	50.0902	MA

UNIVERSITY OF LOUISVILLE (cont.)

Music History and Literature	50.0902	MM
Music - General Performance	50.0903	BM

ATTACHMENT B
PROGRAMS TO BE SUSPENDED OR CLOSED

PROGRAM	CIP CODE	DEGREE
Music Theory and Composition	50.0904	BM
Music Theory and Composition	50.0904	MM
Nuclear Medicine Technology/Technician	51.0905	BHS
Medical Radiologic Technology/Technician	51.0907	AHS
Respiratory Therapy Technology	51.0908	BHS
Cytotechnologist	51.1002	C
Cytotechnologist	51.1002	BHS
Medical Technology	51.1005	C
Medical Technology	51.1005	BHS
Visual Sciences	51.1399.01	PhD

WESTERN KENTUCKY UNIVERSITY

Educational Policy Studies and Evaluation	13.0699.01	EdD (Cooperative)
Educational Psychology	13.0802	EdD (Cooperative)
Special Education, General	13.1001	EdD (Cooperative)
Agricultural Teacher Education (Vocational)	13.1301	BS
Health Teacher Education	13.1307	BS
Math and Physical Sciences Teacher Education	13.1399.02	BS
Vocational Teacher Education	13.1399.03	EdD (Cooperative)
Humanities	24.0199.03	MA
Library Science/Librarianship	25.0101	BS
Environmental Biology	26.0699.01	PhD (Cooperative)
Health and Physical Education General	31.0501	EdD (Cooperative)
Chemistry, General	40.0501	PhD (Cooperative)
Cartography	45.0702	AS
Technical Illustration	48.0199.01	AS
Communications Disorders	51.0204	BS

ATTACHMENT C

SUMMARY OF INSTITUTIONAL RESPONSES

Each institution was asked to place identified programs into four categories.

- The program should no longer be offered.
- The program should be continued but altered in some form.
- The program should continue in its current form.
- The program requires special attention in the summer and fall 2000 semester.

This is an overview of the institutional responses for each category.

1. THE PROGRAM SHOULD NO LONGER BE OFFERED

The institutions have decided to close or suspend 106 programs (19 percent of those identified). Murray State University, Northern Kentucky University, the University of Louisville, and Western Kentucky University undertook particularly aggressive assessments, deciding to suspend or close at least 20 percent of the identified programs. These institutions made these decisions in part because the Council's review coincided with the cycle of institutional reviews already under way.

For students enrolled in programs to be suspended or closed, Council policy and practice has been that institutions "teach out" existing students. For Kentucky's current and prospective college students, the Council staff reviewed decisions to discontinue programs to ensure that similar programs remain reasonably available.

2. THE PROGRAM SHOULD BE CONTINUED BUT ALTERED IN SOME FORM.

The institutions have designated 114 programs (21 percent of those identified) as necessary to their missions and strategic goals, but they can be made more efficient and effective. The Council's review process has led to discussions among faculty across the state to develop regional and statewide partnerships to share resources and expertise. For example, conversations are under way among faculty in philosophy and also among faculty in the foreign languages. The Council is also requesting in this agenda item that faculty in teacher education and the visual and performing arts (along with foreign languages) undertake discussions about sharing programs.

Responses from the institutions include plans to improve programs by:

- Integrating distance learning technologies into program delivery.
- Increasing recruitment through stronger relationships with secondary schools and more effective articulation and transfer arrangements with the Kentucky Community and Technical College System.

- Investing additional resources to create more faculty positions and provide more program-specific financial aid, such as funding for more teaching and research assistants in graduate-level programs.
- Adjusting curricula to better serve the needs of current students and prospective employers of program graduates.
- Assisting program faculty in obtaining more external funding for research, instruction, or service.
- Consolidating related programs within an institution.

3. THE PROGRAM SHOULD BE CONTINUED IN ITS CURRENT FORM.

As the Council has stressed, the number of degrees conferred is only one criterion to assess the efficiency and effectiveness of an academic program. Institutions argued for retaining 202 programs (37 percent of those identified) in their current form for several reasons.

- The program is important to student recruitment and retention. Students are interested in a university not only for the program in which they intend to major, but also in the diversity of courses and educational experiences other academic programs offer.
- Courses within a program serve the needs of students improving job skills or acquiring certification from the Education Professional Standards Board and other bodies.
- Courses in a program are also part of other programs or part of general education requirements and therefore would need to be offered even if the degree program was not.
- The program has experienced increases in enrollment and degrees conferred in recent years, often because of changes resulting from previous program reviews.
- The program is recognized by external sources for its quality.
- The program attracts a substantial amount of external funding for research, instruction, or service.
- The program performs functions mandated by the state or federal government.
- The program is the only one of its kind in the state.
- The program is associated with an institution's Program of Distinction.
- The program is delivered at little or no cost to the institution, usually because it is embedded in higher level programs. For example, some master's programs are components of doctoral programs and do not have separate faculty or course offerings. The same may be true for some associate programs embedded in baccalaureate programs.
- The program has few faculty and therefore has a relatively high graduate-faculty ratio.
- The program and its courses are critical to efforts to retain industries and attract new ones.
- The program produces the number of graduates that employers can absorb.

4. THE PROGRAM REQUIRES SPECIAL ATTENTION IN SUMMER AND FALL 2000.

The institutions placed 124 programs (23 percent of those identified) in this category. Each institution put some programs in this category, recognizing the need for additional consultations on campus before determining how to proceed. Also, because the Council's review did not always coincide with an on-campus review cycle, many decisions remain to be made in the coming months on some campuses.

ATTACHMENT D

NEXT STEPS

Supplemental institutional reports will be provided to the Council in winter and spring of the 2000-01 academic year. These reports will provide updates on program review on the campuses and include a list of additional programs designated for suspension, closure, or alteration.

Eastern Kentucky University is altering its internal mechanism for academic program review. The new process will provide for a cyclical review of every academic program to ensure that quality and continuous improvement are integral components of all programs. Eastern has already labeled 27 programs (36 percent of those identified) as requiring special attention, indicating that they will receive careful scrutiny in the coming academic year. The development of a new process of on-campus review follows re-structuring of the institution in April 1999: merging nine academic colleges into five. Discussion with representatives of Eastern and the detailed documentation submitted regarding plans for regular program review indicate that the process being developed should result in decisions to suspend, close, or alter a significant number of programs during the next academic year.

Kentucky State University also is altering its internal mechanism for academic program review. In anticipation, Kentucky State has placed all academic programs on its campus under special attention, indicating that each will receive careful scrutiny in the coming months. This review will involve an internal self-study as well as the establishment of external advisory committees for each program. One focus of the review will be to develop plans to revitalize some academic programs through increased collaboration with other institutions. Discussion with representatives of Kentucky State and the detailed documentation submitted regarding plans for program review indicate that the process being developed should result in decisions to suspend, close, or alter a significant number of programs during the next academic year.

Morehead State University is revising its internal review structure, in part as a result of their Southern Association of Colleges and Schools (SACS) re-accreditation review in 1999. In the interim, Morehead State has designated 20 programs (47 percent of those identified) as requiring special attention during the next academic year. These programs have either already developed detailed plans for improvement or are required to do so. These plans may include a variety of strategies, including collaboration with other institutions, greater integration of distance learning technologies, increasing recruitment and retention efforts, and adjustments to curricula to better serve the needs of current students and prospective employers of program graduates. The plans will be reviewed to ensure that changes will result in greater program efficiency and effectiveness. Those programs that do not develop viable plans for improvement will face possible closing.

Murray State University has an on-going internal review process that resulted in decisions to suspend or close 19 programs (24 percent of those identified). Murray State will also alter 13 programs (17 percent). Several programs will be changed to

incorporate collaborative arrangements among related programs at Murray as well as with similar programs at Western Kentucky University and other institutions. Each program in this category will develop an action plan. This plan will include specific steps to be taken, a timeline for implementation, expected outcomes, and assessment strategies. The success of these plans will be continuously monitored.

Northern Kentucky University undertook an extensive review of the identified programs. This process resulted in decisions to suspend or close seven programs (24 percent of those identified). Four other programs (14 percent) will be subject to “special attention” during the fall semester to determine whether they can be made viable. Four other programs (14 percent) have developed plans for alteration or have already undergone changes. The effect of these alterations will be continuously monitored.

The University of Kentucky has an on-going process for review that takes into account recent institution-wide initiatives in graduate (developed in 1996) and undergraduate (developed in 1998) education. The internal review has resulted in 46 programs (37 percent of those identified) already undergoing alteration. In addition, decisions have been made to suspend or close 12 programs (10 percent).

The University of Louisville is in the final stages of the work of the Blue Ribbon Commission appointed to undertake a university-wide process of evaluation and reallocation. The Commission’s work has resulted in decisions to suspend or close 35 programs (38 percent of those identified). The university will close its School of Allied Health. In addition, UofL has already altered (or plans to alter) 42 programs (45 percent), all of which are required to have action plans that will be constantly monitored to gauge the effectiveness of changes. Only nine programs (10 percent) will remain unchanged.

Western Kentucky University is in the second year of an extensive review of its academic programs. As a result, 15 programs (20 percent of those identified) will be suspended or closed. Western has also decided to close eight programs that had previously been suspended. And 31 programs (41 percent) have been placed under special attention. Faculty members in these programs have been asked to develop “viability plans” that often are expected to include consolidation of programs on the campus or collaborative arrangements with other institutions. Only 20 programs (27 percent) will be maintained in their current form and most are still expected to develop viability plans.